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CONTINUITY OF OPERATION

R. M. Hudson, Chief.
Division of Simplified Practice

Does steady employment sustain consumption, or does steady consumption sustain employment? This query is much like the classic one as to which comes first - the hen or the egg? The answer seems to be that without the one we can not have the other.

It is commonly understood that times are good when there are plenty of jobs for all who want to work, for then wages are usually good, and labor has money to spend for goods and commodities over and above the necessities of life. At such times, merchants are doing good business, and placing orders regularly with the manufacturers, thus assuring the employees of the latter steady work at good wages.

Census figures show we now have over 42,000,000 workers gainfully employed. Obviously we have the problem of maintaining conditions that will permit their full employment. In studying that problem we may well begin with a study of the degree of continuity of operation of the individual plants. What breaks the continuity? What causes shut-downs and lay-offs? Are these causes avoidable or controllable? What oan be done to overcome them - or to safeguard against them?

"Lack of Orders" may mean faulty sales planning or management. Perhaps the price is too high, because production and selling costs are unnecessarily high. In such cases, simplification often permits a reduction of cost that affords a lower price to the public, and buying is thus stimulated. Price reduction is often a splendid cure for "lack of orders."

In his study of the "Regularization of Employment," Professor H. Feldman of Dartmouth says "Perfect your sales program first, analyze your markets, simplify lines, reduce style hazard, eto." Through

these methods, much can be done to bring in that volume of business which means continuous operation of the plant, and therefore steady employment for its workers, with consequent regular earnings and sustained or constant purchasing power.

If every manufacturer sought diligently to overcome the conditions that interfere with or prevent his plant running regularly and continuously the year round, the bogey of unemployment, and consequent diminished purchasing power as evidenced in "lack of orders" etc., would vanish.

A hat manufacturer, who cut out 60% of his former variety in styles and colors was able to run his plant at 75% normal, instead of 33 - 1/3% normal, in the two customary "off" periods in his business. A clothing manufacturer who simplified his varieties of men's blue serge suits from 1,000 to 24 increased his production period from 36 to 52 weeks, and doubled his output.

Simplified Practice cuts out waste. Less waste means lower cost. Lower costs means lower selling prices. Lower prices means larger sales. Larger sales mean more work for the factory, continuous operation, continuous employment, steady earnings, continued buying, and therefore MORE SALES!

2. COST REDUCTION MUST CONTINUE: "MANUFACTURING INDUSTRIES" in the June issue says:- "The program for reducing cost of product now going on in most plants must continue and be extended. Every manufacturer is faced by the stubborn necessity to lower costs and to keep on lowering them.

   In many lines production capacity is in excess of market requirements, forcing an increase in the intensity of competition and a consequent reduction in selling prices. But wages continue high and there is small prospect of any reduction in this direction. As a result, if profit margins are to be maintained, operating effectiveness must be steadily improved. Every manufacturing executive must be continually on the alert for every new way, means, method and device, to do work better, faster and cheaper."

3. BENEFITS OF STANDARDIZATION: The Editors of INDUSTRIAL MANAGEMENT, recently said: "The true significance of standardization is often overlooked. Efforts toward an extension of its principles are attacked; on the one hand by those who believe it menaces artistic expression, and on the other by those who see in its extension a complete submergence of the individual. Yet, as we understand more fully the far reaching effects of sane standardization, not only is it clear that such fears are groundless; but, without a high degree of standardization, modern standards of living would be impossible."

4. SIMPLIFICATION OF FARM MACHINERY OF GREAT VALUE TO FARMERS: "The influence of machinery upon agriculture is pertinent to the entire subject of agricultural depression", according to The National City Company's General Business Conditions Bulletin of June, 1927. The further statement is made that "if it be true that a fourth of the people now engaged on American farms could be removed without a noticable decrease, the explanation would seem to be that while improved farming methods and equipment have increased the capacity of the farms per acre and per worker, the farm population has not fully adjusted itself to the conditions. With increased machine capacity, it may be that the average farm of the future is to be larger than heretofore. Consolidations are in order in agriculture as elsewhere, and less man power will be used."

   One of the noteworthy developments of the past year was the publication of the "Book of Standards" by the Plow and Tillage Implement Department of the National Association of Farm Equipment Manufacturers. This book shows the accepted list of simplified plow bolts. A summary of eliminated lines in this Book shows that 88.1 per cent of the lines manufactured in 1914 had been eliminated by 1926.

5. WASTES IN AGRICULTURAL INDUSTRIES: Plans are under way for a study of waste as it affects the agricultural industries, influenced by farm power and farm machinery. The American Society of Agricultural Engineers will have a part in this activity. This will be a study similar in many respects to the study on Waste in Industry conducted in 1921 by the American Engineering Council. In the announcement this statement is made: "That a given practice is not wasteful until a better one has been revealed. If we are to look at our agricultural industry from this standpoint we can readily realize that there is an enormous amount of waste, much of which can be eliminated by adoption of better engineering practices. The proposed study should bring to our attention not only the wastes that exist but also methods and means whereby they may be largely eliminated."

6. STANDARDIZATION HELPS RAILWAYS TO KEEP STOCK TO MINIMUM; The "Railway Age" brings out the fact that "the steam railway is able to keep its stock requirements down to a minimum owing to the standardization of its rolling equipment but because of the recent and rapid development of motor coach transportation, the question of standardization has not been given adequate consideration in this field. Since the New England transportation Company has its stores department organized on a sound basis, it is now directing its attention to this problem. The first step in this direction has been the adoption of a standard set of specifications which cover coach bodies and fixtures for semi-de luxe coaches. Auxiliary equipment and mechanical parts are also being rapidly standardized."

7. WHAT SIMPLIFICATION HAS DONE FOR OUR BUSINESS: First honors in the recently conducted contest by the A. W. Shaw Publishing Company, "What Simplification Has Done For Our Business", have been awarded to L. H. Bronson, Vice President, The Bronson and Townsend Company, Mr. Bronson was one of 44 entries in the contest, all of whom submitted most excellent papers on the subject. His theme appeared in the June issue of "System" magazine, one of the Shaw Publications. This bulletin considers the paper of Bronson worthy the attention of all interested in Simplification and reprints it in part as follows:-

'Simplification is a philosophy of management which discourages all unnecessary motions in business. It has its basis in both the multitude of diversified products and the great number of highly differentiated manufacturing methods and distributive practices that, in an advancing civilization, result from increased productivity and ever-widening markets. And though we were confident that the manufacturers--wholesaler--retailer plan of distribution was able to take care of the consumer's hardware requirements more economically than any other method could, we recognized that wastes and loose methods had crept into our distributive machinery. The consumer, of course, was paying for this waste. One day this thought came to us: "Why not apply the idea of simplification to a 'business as a whole?' If it worked with a manufactured line it ought to work with a business. Perhaps here was the way to lower costs in distributive business and through lower costs interpreted in lower prices, win and hold the support of the consumer. So we decided to develop our business as an experimental laboratory. There were three problems we picked out as our first study: What retail merchants should we try to serve? What territory should we try to cover? What variety and lines of merchandise should we carry in stock? When we started in our plan of elimination we were carrying in stock just over 10,000 items. When we got through, the numbers had been reduced to just under 7,000.

"Necessarily it took some courage to put into effect some of the plans which our investigation seemed to prove were sound. We had, however, at the beginning decided that we could follow along where sound economics and sound morals lead, assured that adequate profits would result. Because our business was not too large and was under thorough control, it was possible to use it as an experimental laboratory much more safely than could have been done with a larger business. But any large business could apply this method, using departments

as 'laboratories'. There is, of course, no point when it can be said that plans like these have been completed. But we have already gone far enough to know that they are successful, and presumably the further we go the more successful they will prove to be. A few figures will visualize just what we have succeeded in doing: 56% of our customers have been eliminated; 28% of our territory has been eliminated; 31% of our stock items have been eliminated. These changes naturally have resulted in some decrease in gross sales. But the volume of net profits increased 35% in three years, and the percentage of 'net' to 'sales' increased 68%. We are still using the laboratory method in developing the idea of simplification and elimination as applied to a 'business as a whole.' The results show in the balance-sheet."

8. GERMAN STANDARDIZATION: Between 200,000 and 300,000 marks annually are spent by the German Standardization Committee to promote standardization. The German standards are submitted to the criticism of technical publications interested in the particular question, so that groups not represented in the comparatively restricted labor committees, may be able to voice their proper objections. On the basis of such criticism, a second outline is published in the technical periodicals. In case no further criticism follows, the resultant standard forms are submitted to the general committee of the German Standardization Committee in which all the important business groups are represented, and then issued as a final standard basis.

From 1 1/2 to 5 years are required from the time the project is taken up to the final issue of such a standard form. Most of the standards reached their final stage within 2 to 3 years. In exchange, all foreign standardization committees receive copies of the final German standard forms. In so far as possible, the national standardization committees inform one another with regard to their outlines for standard forms and, within those spheres in which they are interested, are thus naturally brought into close cooperation. In illustration of this, in the standardization of ball bearings, the United States, Sweden and Germany, and in the standardization of gears, United States, Netherlands, and Germany have closely cooperated.

9. THE WAR ON WASTE: In discussing this subject in "Manufacturer's News", Frank P. Poole, Consulting Engineer, states: "The first question which naturally arises in the mind of the manager of an industrial plant, when once he becomes sufficiently aroused to consider seriously his own 'war on waste', is 'how much waste can I save in my own plant, in dollars.' Every industrial executive today is confronted with many, if not all, of the following questions :

1. High wages.
2. Increasing costs of material.
3. More rigid standards as to quality of products.
4. Smaller sized orders.
5. Decreasing margins between costs and prices.
6. More intensive domestic competition.
7. Faster pace of modern industry.
8. Reduced margins.
9. Increased taxation.
10. Likelihood of lower tariff.
11. Growing foreign competition.
12. Difficulty in competing in foreign markets.
13. Seasonal and cyclical ups and downs in volume.
14. Growing complexity and precariousness of modern business.

"The answer lies in one phrase - Waste elimination.

"If industrial executives fail to locate and eliminate waste, then waste will, in time, locate and eliminate them, for the reason that the profits of tomorrow are coming out of the wastes of today."

10. CHAIN STORES APPLY SIMPLIFICATION: In an article appearing in the Colorado Manufacturer and Consumer, telling the story of the success of the Piggly-Wiggly stores, the following significant statement is made: "It is vastly interesting to see how, in the Piggly-Wiggly stores, the principles of research, mass buying, mass selling, simplification and standardi zation have all been intelligently applied.

That it has had a phenomenal growth is due to the fact that the company has been able to supply to the housewife satisfactory products at satisfactory prices, with courteous service, and it has proved that by injecting scientific standardization into the grocery business, the high prices are eliminated; for the consumer always pays for inefficiency and he always profits by competition."

11. DIRECTORY OF COMMERCIAL TESTING LABORATORIES: In accordance with law the National Bureau of Standards makes tests and carries out investigations for other Government departments. Due to the large amount of this official work it is impracticable for the bureau to make tests for private individuals if other laboratories can do the work. To inform interested persons of the location of other laboratories, the bureau has compiled a list of the 207 commercial testing laboratories throughout the country, together with indications of the types of commodities which they are prepared to test. There is also presented a list of laboratories of 143 colleges which are used not only for purposes of instruction but also for research work.

An outline is given of the certification plan in accordance with which, there have already been compiled 48 lists of manufacturers who have expressed their willingness to certify to purchasers that material supplied on orders based on the indicated 48 United States Government master specifications complies with the requirement and tests of these specifications. Copies may be obtained from the Superintendent of Documents, Government Printing Office, Washington, D. C. for 15 cents each.

12. CURRENT BUYING FORCES SIMPLIFICATION AND STANDARDIZATION: In his address before the Eighth Annual Meeting of the Purchases and Stores Division of the American Railway Association, D. C. Curtis, Chief Purchasing Officer of the C. M. & St. P. Railway, said "The current buying, or buying for immediate needs, forces simplification and standardization, for if materials are to be delivered quickly they must not require special processes for their manufacture. However, there is another side of this question. The cost of producing increased one-fifth in 50 years, but the cost of preparing and selling has increased three times. In 1870, 10 per cent of the workers in the United States were engaged in the process of distribution, while in 1920 the percentage had risen to 25 per cent, most of this increase being with the wholesalers and retailers. There is need for a study of the problem to find out which is the cheaper and better method, hand-to-mouth buying with its increased cost of distribution, or a large inventory with its excessive carrying costs."

Leading men in widely divergent fields agree that the reduction of variety and the simplifying of industrial practice, will decrease stocks, production costs and selling expenses and at the same time increase turnover and promptness of delivery.

13. STANDARD PRACTICE AND EQUIPMENT REDUCE STOCKS: In a recent issue of "Railway Age", James M. Day, Foreman of Stores, Southern Pacific, makes the observation that "Standardization is a word quite commonly used in discussing American business methods. Unfortunately it has more than one accepted meaning, and its meaning in modern management is different from that used in general discussion.

In the latter case it refers usually to the designation of some article by size, weight or form, in order that it may always be exactly identified. The article may be tubing, wire, rail, a motor car, or some small part manufactured to be fitted into a car or locomotive. To say that it is standard means that the article can always be obtained, if an order is repeated, in the same size or form without troublesome adaptations being necessary. For instance, if a railway finds that it has 25 different makes of motor cars on its system, it may reduce the number to 5 or 6 and these become "standard". Again, finding that 10 sorts of locomotive smokestacks are in use, they are similarly reduced to 3. The advantage of this reform - having specified sizes and makes which are always to be carried in the stores stock for protection of the equipment - is that it requires a smaller investment of capital, with easier interchangeability of small parts, and enables the stores department to have parts on hand at all times to meet immediate requirements. Experience has also shown that it is possible to improve the quality of an article which is manufactured in quantity.

A standard article is one which has been carefully considered with reference to its fitness to fulfill the varied needs of service, and has been adopted as the common means of satisfying those needs. A standard practice in modern storekeeping is simply a carefully thought out method of performing a function and, presumably, is the best method that could be devised at the time of its adoption, and when properly carried out it is a constant invitation to improvement.

14. SIMPLIFICATION AND THE STYLE PROBLEM: In his book "The Regularization of Employment H. Feldman, Assistant Professor, Industrial Relations. Amos Tuck School of Administration and Finance, Dartmouth College, has included an extraordinary chapter on 'Simplification and The Style Problem."

He says "In spite of the scoffers who see us all eventually standardized to the point where we look as similar as Ford cars, the subject of simplification still progresses and thinking executives of the nation are cooperating to eliminate the unnecessary wastes caused by excess variety in size, and pattern.

Comparatively few of the numerous variations of objects have sprung from a genuine desire to contribute something new or better. Competition and unregulated individual manufacture is the main cause of excessive models of a product. Each manufacturer makes his own lines and these often differ only by a hairbreadth from other products. Even if there were some artistic loss by the elimination of excessive varieties, should there not be a sensible limit at all to fancy in production of things for ordinary service? A reasonable compromise is needed between the ideals of beauty and use, and it is fair to assume that both the artistic and utilitarian elements of a product are likely to be better if attention is devoted to the excellence of a comparatively few.

Standardization is not a finality. Standardization is to be considered permanent only in the sense that constant research reveals no better product.

15. SIMPLIFICATION OF CUSTOMS TARIFFS: The London ECONOMIST in a resume of the International Economic Conference at Geneva last month says "The Conference considers that the enormous increase in the number of tariff headings and excessive number of sub-headings in the various items of tariff schedules - a practice grown up since the war - constitute in many cases a considerable obstacle to the development of international commerce and recommends that the Council of the League of Nations should take the initiative in drawing up an appropriate procedure for establishing, in liason with the producing and commercial organizations concerned, a systematic customs nomenclature in accordance with a general plan covering all classes of goods."

16. LABOR PLEDGED TO CUT COST AND ELIMINATE WASTE: The tremendous savings and cost reductions possible in manufacturing were discussed at a conference called by the Philadelphia Labor Union and the Philadelphia Labor Institute. William Green, President of the American Federation of Labor, pledged the co-operation of labor in every attempt to reduce waste but declared that the resulting benefits should show proportionately in higher wages as well as increased profits. He said:

"Waste in industry may be divided into three classifications-material waste, human waste and spiritual waste. Labor has given most careful thought to each of these qualifications, putting emphasis upon the human and spiritual rather than upon the material classification.

Material waste in industry, greatly affects the economic life of the workers. As waste detracts from the earnings of industry, so it detracts from the wages of employees.

The difference between industrial success and industril failure is many times found in the wasteful processes which often attend industrial operations.

So long as industry is only partially efficient, labor believes that the wages paid can be substantially increased through an increase in industrial efficiency and the elimination of waste. By the same process the cost of manufactured articles to the public can be materially reduced."

The elimination of waste through the application of Simplified Practice, makes for more efficient labor due to making training of employees more simple, better earnings, more permanent employment, etc.

17. STANDARDIZATION EFFECTS ECONOMIES IN WASHING MACHINE INDUSTRY: "How economies are effected by the adoption of a standardized system of production" is the interesting story of a washing machine manufacturing concern, in reporting results to Division of Simplified Practice. By using stamped steel parts as opposed to iron and aluminum castings it is claimed that large savings are possible in production and distribution. This concern states that "the more progressive merchandisers recognize the virtue of standardization and improvement in manufacturing methods and machine design to make possible the sale of a really high grade washer at a reasonable price to the consumer. By following out this idea, they have been able to materially increase their business and realize a good profit without sacrificing quality of product. This has also made it possible for the consumer to purchase at a lower price and the dealer to realize greater profits because of volume of sales."

The record of such examples is steadily increasing, and it indicates that the manufacturer who has the vision and the courage continually to improve his product in the consumer's interest, benefits in many tangible ways.

18. SIMPLIFICATION MEANS DISCARDING UNPROFITABLE LINES: For the benefit of those who entertain any fears lest simplification will mean the loss of business to more obliging competitors, Prof. H. Feldman, in his book on "The Regularization of Employment," reminds us that the elimination of lines necessarily implies that the most unprofitable ones are discarded.

"It has been observed often that the firm which has courageously simplified its line has not always found that the trade it discarded was taken up with glee by its rivals. Instead, such competitors have in numerous instances felt the pressure of the new price level offered by the firm with a simplified line, and have been stimulated to think about their own misjudgment in overextending their variations. Imitation, or even more vigorous simplification has often followed. Indeed, simplification of lines by a manufacturer is one of the greatest

forces for further simplification by other manufacturers and by related firms. This is because advantages often accrue to the firm with simplified lines over competitors with numerous variations of product."

19. A NEW PHASE OF SIMPLIFICATION: A recent news release from the Artistic Lighting Equipment Association carries the following important announcement: "In line with the policy recommended by Herbert Hoover, Secretary, United States Department of Commerce, that trade organizations in the same field of endeavors oonsolidate, the better to unify and simplify their operations, the Artistic Lighting Equipment Association, composed of manufacturers of lighting equipment of all kinds and manufacturers of parts and supplies, has absorbed the N.A.L.E.D. which was the Dealers National Organization.

This will increase the numerical strength of the A.L.E.A. to five times its previous size, and for the first time in the history of the Lighting Equipment Industry bring together into one National Associatien all those interests most directly concerned with the manufacture and distribution of lighting equipment and its accessories.

20. SIMPLIFICATION OF TAP SIZES AND CENTER DISTANCES: The National Machine Tool Builders' Association, in their Bulletin 501, called attention to suggestions made by Edward D. Frank, Sales Manager, of the National Automatic Tool Co., for the simplification of drill and tap sizes, also center distances between holes. In discussing this matter in the "American Machinist", Mr. Frank raises the question "why is it necessary to have so many drill and taps sizes? Why not eliminate all the tap sizes running in sixteenths of an inch? Why is it necessary to have close center distances between holes?" In broadcasting a reprint of the Mr. Frank's suggestions among the members of the National Machine Tool Builders' Association, the statement is made by Ernest F. DuBrul, General Manager, that "if the machine tool builders were to eliminate all 1/16" tap sizes in their own product, they would certainly save inventories both of finished parts and small tools. This would help inventory turnover and would cut down small tool investment, it being recognized of course, that on old designs it may not be advisable to change existing sizes, but the practice might easily be adopted for all new designs. The second question likewise deserves consideration. It certainly would not limit invention to have a recommended practice in all drafting rooms, to space center distances as suggested, and to require some sort of an official O.K. on the exceptional cases where closer than inch-and-a-half centers are called for."

21. THIRD INTERNATIONAL CONGRESS ON SCIENTIFIC MANAGEMENT: A cordial invitation has been extended to American Engineers and industrialists to attend this Congress, which will convene in Rome on Monday, September 5th, to discuss four classes of problems, to wit:

1. "Scientific organization of the labour for the industry and commerce of the industrial products.
2. Scientific organization of the labour for the agriculture and commerce of the soil products.
3. Scientific organization of the labour for the public services and for those of public utility
4. Scientific organization of the labour for the domestic economy.

A large part of the program will be furnished by the Americans. The cordiality of the invitation and the active interest and leadership of Signor Mussolini and of many of the foremost engineers, not only of Italy, but of all Europe, insure the character of the Congress. Those who may find it possible to attend can obtain complete information from Dr. H. S Person, Secretary of the Committee on American Participation in International Management Congress, Room 611, 29 West 39th St., New York City. Ray M. Hudson, Chief of the Division of Sim-

plified Practice, Department of Commerce, who is also Secretary of the National Management Week for 1927, has been asked to prepare two papers for presentation before the Congress, - one on "Simplified Practice" using the paving brick simplification as a typical case, and the other on "Management Week in the United States."

22. MANAGEMENT WEEK 1927. Interest in the plans and program for Management Week, October 24-29, 1927, is steadily growing. To date local organizers have been selected in over 50 cities, and local committees have been appointed in Utica and Rochester, N. Y.; Columbus and Dayton, Ohio; Jackson, Mich.; and Elizabeth, N. J. In Indiana, Prof. Geo. H. Shepard of Purdue University, is organizing a program covering practically the entire state outside of Indianapolis. The Dayton, Ohio, program covers several of the nearby industrial towns of the Miami Valley.

The National Committee at its meeting in New York, June 17, approved the progress made, and instructed the Secretary to write the International Management Institute, at Geneva, Switzerland, with regard to making Management Week an international event. This subject is likely to come up for discussion at the Third International Management Congress in Rome, Italy, next September.

Meantime, the ten sponsor organizations in the United States are urging their members to cooperate with the local committee in their home communities in making the 1927 program a national-wide success. It is expected that this year's record will surpass that of last year with its 252 meetings, attended by over 30,000 executives and others interested in Management.

Since Management Engineering, according to the American Society of Mechanical Engineers relates to "the coordination in industry of the functions of finance, purchasing, production, sales and distribution," all readers of this bulletin who have an interest in any of these phases of modern business are cordially invited to participate through the local committee where the reader resides. For further particulars regarding local programs, etc., address R. M. Hudson, Secretary of the National Committee on Management Week, c/o Division of Simplified Practice, U. S. Department of Commerce, Washington, D. C.

23. "SIMPLIFIED PRACTICE, OUTLINE OF THE NEW INDUSTRIAL POLICY" is the title of a book just published in Great Britain, by Cecil Chisholm, editor of British "System" a periodical similar to "System, the Magazine of Business" published by the A. W. Shaw Company of Chicago. This book covers in detail the development of Simplification in the United States, and urges British industries to apply it unto themselves.

The book contains a surprising amount of factual data on the application of simplification by American manufacturers, citing the experiences of several individual firms as well as of various industries which have utilized the cooperative services of the Division of Simplified Practice.

This is the first complete volume on the subject, and is indicative of the interest which is now being taken the world over in Simplified Practice.

DIVISION OF SIMPLIFIED PRACTICE

(Progress in Simplification)

24. Preliminary conferences, general conferences, revision conferences and other contacts recently developed under the auspices of the Division of Simplified Practice, U. S. Department of Commerce, in cooperation with the following groups; as are follows:

HOSPITAL PLUMBING FIXTURES: At the second preliminary conference called at the suggestion of the Committee on Standardization and Simplification of the American Hospital Association, held in New York City on June 2nd, representatives of the vitreous china industry, the porcelain plumbing fixtures manufacturers, and the hospital field, were present. It was the sense of the meeting that a survey be made to determine the sales of basic fixtures for 1926. After the result of this survey has been analyzed by the manufacturers, they will meet with the Department of Commerce in order to determine what they may consider the appropriate simplified list to be submitted to the hospital authorities for criticism and comment. After the hospital group has compiled its oriticisms and comments, there will be a joint meeting of manufacturers and the hospital committee to concur in a final recommendation to be made to the Division of Simplified Practice, for discussion and approval at a final conference of all interests.

HOSPITAL AND INSTITUTIONAL TEXTILES: Manufacturers, distributors and users of hospital and other institutional textiles met at the Department of Commerce on June 10th, at which time a Simplified Practice Recommendation was developed eliminating a large variety of sizes of bed pads, pillow cases, sheets, spreads, scarfs and towels, etc. The recommendation is now before the industry for acceptance.

METAL LATH: The producers of metal lath met at the Department of Commerce on June 17th, in an annual revision conference. A committee was appointed to investigate the standardization of weights of the 3/4 rib lath with a view of reaching unanimity on 3 varieties. Certain varieties in the flat expanded metal lath, the 3/8 rib expanded lath and the flat rib expanded lath were adopted as standard with others noted as specials. It was the unanimous opinion of the conference that the industry should make every effort to eliminate these "specials" during the ensuing year. An additional variety, 2.50 was added to the painted 3/8 rib expanded lath. The conference reaffirmed the recommendations of previous conferences for painted steel sheet lath to weigh not less than 4.5 pounds per square yard, with corresponding minimum weights in this type of lath made from special metals or from sheets galvanized before fabrication. Metal lath in all types and weights galvanized after fabrication is to be eliminated, all types of lath are to be specified and sold by weight per square yard. The provisions of the revision of the recommendation became effective July 1, 1927

STERLING SILVERWARE: Simplified Practice Recommendation No. 54 for sterling silverware was reaffirmed at the revision conference held in New York City on June 22nd, to become effective for one year from date of conference.

NATIONAL COMMITTEE ON METALS UTILIZATION

25. ELECTRIC REFRIGERATORS: A preliminary conference of manufacturers of electric refrigerators was held in Atlantic City on June 7th, to consider the application of Simplified Practice. A survey has been made to ascertain the need for simplification with the view of eliminating certain sizes and dimensions. As soon as the industry is ready for a general conference of manufacturers, distributors and users, an invitation will be sent to all interests to meet at the Department of Commerce to develop a Simplified Practice Recommendation.

ONE-PIECE PORCELAIN INSULATORS: The Simplified Practice Recommendation which was adopted by a joint conference of manufacturers and users of this commodity, held under the joint auspices of the National Committee on Metals Utilization and the Division of Simplified Practice on Friday, June 3, 1927, is now in the acceptance stage.

PLOW BOLTS: A standing joint committee of the plow bolt industry was recently appointed to sponsor the Simplified Practice Recommendation which was developed in cooperation with the

Division of Simplified Practice of the Department of Commerce in 1924. That committee now has before it the revision of Simplified Practice Recommendation No. 23 which contains a standard list of 840 plow bolts.

KALAMEIN DOORS: A survey is under way among the manufacturers of kalamein doors for data upon which to base a tentative Simplified Practice Recommendation for the consideration of a joint conference to be held in the Fall.

TURNBUCKLES: A committee composed of three manufacturers, which was appointed at the preliminary conference held at the Department of Commerce on May 10, is now conducting a survey of current practices with a view of drafting a tentative Simplified Practice Recommendation for consideration at a general conference of all interests to be held in the early Fall.

ORNAMENTAL IRON WORK: A Simplified Practice Committee representing this industry has been authorized to make a survey covering the sizes of stair-well openings for ordinary iron and steel stairways such as those used in schools, office buildings, hotels, warehouses, etc. Upon completion of the survey the committee will draft a tentative Simplified Practice Recommendation for presentation at a subsequent joint conference of all interests.

CASEMENT STEEL WINDOWS: A Simplified Practice Committee is now making a survey of this industry to ascertain the sizes now being manufactured, with the idea of developing a Simplified Practice Recommendation to cover standard sizes. The industry is planning to develop a Simplified Practice Recommendation at a joint conference to be held in the Fall under the auspices of the Division of Simplified Practice.

INDUSTRIAL STEEL WINDOWS: A survey is now being made of this industry by a Simplified Practice Committee to ascertain the sizes now being manufactured. The industry is planning to develop a Simplified Practice Recommendation at a joint conference to be held in the Fall under the auspices of the Division of Simplified Practice.

STOVES: In accordance with a resolution at its Convention in New York City on May 11th, 1927, the National Association of Manufacturers of Heating and Cooking Appliances had authorized a Simplified Practice Committee to proceed with the drafting of a Simplified Practice Recommendation to go through the regular procedure of the Department of Commerce some time in the Fall.

NATIONAL COMMITTEE ON WOOD UTILIZAION.

26. On May 3, the National Committee on Wood Utilization held its annual meeting in Washington which was attended by seventy-two members and others specially invited. A separate report on this meeting and the program adopted for the next twelve months is available upon request. The Committee is now on a firm basis and since the major work in connection with its organization is now completed the next twelve months will be entirely given over to the working out of the various projects.

SHORT LENGTH PROJECT: The Committee staff is continuing its efforts to carry the short length message to the consumers. The sale of the short-length bulletin has now nearly reached the 50,000 mark.

END MATCHING PROJECT: Th end-matching project is a logical development of the preceding short-length project. Because of end-matching short-lengths, their usefulness will be greatly enhanced. The end-matching bulletin was approved by the sub-committee which had a meeting on May 4 in the Department of Commerce Building. The bulletin will show the various uses

of this material and will give many practical hints in regard to its application, particularly in building and construction.

SEASONING AND HANDLING OF LUMBER: The draft of the first bulletin written from the point of view of lumber consumers is nearly finished. The work on the other three bulletins, written from the points of view of manufacturers, distributors, and fabricators, is in the process of development.

GANG-SAWING OF LUMBER: The sub-committee organized for the purpose of studying the North European gang-sawing methods had its meeting in Washington on May 4. It was decided to proceed with an investigation of the subject at mills operating this type of machinery. When this preliminary report has been finished, another meeting will be called and steps will be considered for a more complete investigation of the problem.

SURVEY OF NON-UTILIZED RAW MATERIAL IN VIRGINIA: Hon. Harry F. Byrd, Governor of Virginia, has consented to serve as honorary chairman of this sub-committee. Under the chairmanship of Mr. J. P. Hummel, President, Hummel - Ross Fibre Corporation, Hopewell, Virginia, a meeting was held in Washington on May 4, when plans for the conducting of this survey were approved. The questionnaire which will serve as the basis of this survey was mailed from headquarters during the early part of June, and during the balance of the summer the replies will be tabulated. Another sub-committee meeting will be held in the Fall for the purpose of deciding on the proper form of publication of this material.

CONSTRUCTION MANUAL: A new project was approved covering the publication of a construction manual which will contain a number of chapters bearing on recognized wood construction practices and other matters pertaining to good wood utilization in the building and construction field. The construction industry has lacked a hand-book of this character and the Committee feels that this manual will be of great importance in furthering the proper uses for wood.

ODD-LENGTHS OF LUMBER: In an effort to utilize sawlogs to the fullest extent the Committee has decided to start a project during the next twelve months involving the marketing of so-called odd lengths. Here-to-fore softwood lumber in particular, has been cut in even lengths such as 8, 10, 12, 14, 16 feet, etc. Because of habit and apparently for no good reason, the intermediary odd lengths such as 9, 11, 13, 15, 17 feet etc. have not been produced. A preliminary investigation conducted by the Committee revealed the fact that there is evidently just as good a demand for these odd lenghts. In fact, the absence on the market of odd lengths has been a handicap, particularly to the building industry.

WOOD CHEMICAL PROJECT: The manuscript on the distillation of wood is now being revised. A meeting of the wood chemical sub-committee is scheduled to be held as soon as this work has been completed during the early fall. No new wood chemical projects will be undertaken before this hand-book has been completed.

DISTRIBUTION OF PRESERVED WOOD: The Committee in cooperation with industry, is experimenting on a small scale with the distribution of preserved wood in the Middle West with the view of ascertaining what may be done in order to make preserved wood available to the general public.

WOOD FLOUR: A report prepared by the staff on wood flour and its principal uses has been completed and approved by the Executive Committee for publication.

SAWDUST AND ITS USES: The staff has submitted a report which has been approved by the Execu-

tive Committee for publication. It represents a careful investigation, both in the United States and abroad, covering present uses for sawdust, marketing methods, and other information which may aid in the disposal of this material. It will be released during the summer.

AMERICAN MARINE STANDARDS COMMITTEE

27. The outstnding activity during the month was a meeting of the Executive Board of the Committee, at which fourteen standards were approved for promulgation as follows:

Metal Rack- Saddle Type- For 2-1/2" Fire Hose
Wooden Rack for Fire Hose
Pilot Ladder
Tubular Steel Cargo Booms for 5, 10, 15, 20 and 30 tons capacities.
Flanged Couplings for Propeller Shafting
Loose Couplings for Inboard Propeller Shafts
Tail Shafts and Stern Tube Bearings.
Propeller Keys
Propeller Nuts
Stern Tube Stuffing Boxes

It was indicated at the Board Meeting that a final report may be expected in September from the Special Committee on Stability and Loading, which will definitely recommend the issuance of standard instructions on the subject, to apply to new passenger vessels. It was also indicated at the meeting that a tentative report may be expected from the same committee on the subject of Bulkheading and Subdivision, to recommend rules on the subject for application to new passenger vessels, in accord with the requirements of the International Conference for Safety of Life at Sea.

A final draft of proposed standard specification for Fire Clay Refractories was submitted to the Technical Committee on "Engineering Details". Final drafts of proposed standards for Hubs for Built-up Propellers; Fairwater Caps for Propeller Hubs; Propeller Hub Studs, Nuts and Lock Screws and Packing Glands for Propeller Hubs, are to be submitted to begin early.

Twenty-two publications comprising about 30 approved standards are in course of printing and distribution is expected to begin early.

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